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International Business / International marketing

Jiafang Bei

PLACE MARKETING: CASES SHANGHAI AND HELSINKI

Bachelor's Thesis 2014

ABSTRACT

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International Business

BEI, JIAFANG

Bachelor's Thesis

Supervisor

Commissioned by

March 2014

Keywords

PLACE MARKETING: CASES SHANGHAI AND
HELSINKI

75Pages

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Sciences

Place marketing, Helsinki, Shanghai, Branding

Place marketing is a booming business mode through the world owing to its huge profit and potential. More and more destinations, cities, even companies use different kinds of marketing strategies to attract or keep tourists.

The aim of the thesis is to both identify appropriate marketing methods of developing Chinese and Finnish place marketing, and analyze the competitive factors which can influence the place marketing.

The thesis adopts a qualitative research methodology. Specifically, two cases analysis will be involved. In this regard, the main target group is tourists. By analyzing the tourists' perspectives and correlating related data, final suggestions and conclusions are made.

The conclusion indicates that compared with the Shanghai and Helsinki tourism market, utilizing different tourism category is more suitable for Shanghai; Helsinki tourism, for its part, can use the excellent city image to appeal tourists. Both cities should utilize social networks more widely between the tourists.

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1 INTRODUCTION

1.1 Background of the research

In this day and age, the quality of life of people has improved significantly owing to the rapid high-tech development. In addition, because of the open policy, the convenient transportation has provided efficient terms to develop and implement the regional marketing. Planning and designing a comprehensive and rigorous place marketing system has to be more rational and urgent for nations, cities, and destinations.

The traditional sense of the market is also gradually from a single meaningful exchange place of commodities for buyers and sellers transformed into the commercial activities. The development of market needs regional governments or government coalitions to participate in for the sake of gathering the whole area enterprise, brand management.

One of the main thesis objects is Shanghai place marketing. More precisely, China is a multi-ethnic country, therefore, each province has cultural differences (obviously reflected in the architecture, dress, dialect, etc.), as well as geographical differences caused by different landscapes. Under these conditions, place marketing is thriving. Nowadays, almost every province, city even town, organization, corporation or firm, big or small, they will always make very detailed place marketing plan according to the regional characteristics and customer needs. Especially, in the part of tourism has become the province's economic pillar industry.

According to data from "2011 China tourism market trends forecast observational study", in 2009 China's total tourism income was about € 150,231,601,000, and the increase was about 11.3 percentage. So the government and organization have paid a lot attention in the regional tourism marketing due to the huge economic benefits generated. Since China has geographical advantage which is different regions have

different terrain features, such as in the eastern of China; almost provinces' terrain is plain, by contrast, mountains is the mainly terrain in the western region, because of this, it has a unique style of glaciations landscape. Almost cities maintain the traditional customs and manners. Owing to this phenomenon, provinces and cities have the promising marketing for tourism. They can utilize their special culture, unique landscape as the biggest selling point for the development of tourism economy.

1.2 Purposes of the research

In this thesis, it is necessary to study the target groups in regional marketing, and then stand on their perspectives, to conclude the main advantages which the place marketing brings. In addition, each organization's specific measures will also be involved. The following research question has been formulated:

- 1) What is place marketing and which factors affect it?
- 2) What is place branding?
- 3) How do Shanghai and Helsinki market themselves?

1.3 Methodology of the research

Since this thesis research concentrates on analyzing the development current situation and prospects of Chinese and Finnish place marketing, the method primarily applied in is a qualitative case-study. A qualitative case study is defined as an intensive, holistic description and analysis of a single phenomenon or social unit entity (Yin 2003.) One basic advantage of case studies is that they rely heavily on inductive reasoning when handling multiple data sources. Thus, in this part, it will also involve in the selection of the cases, collection and analysis of the empirical data (mainly are secondary data).Moreover, the comparison of Helsinki and Shanghai will also be considered.

Main data used includes article, journals, books or websites. The main books used as reference are: Success Factors of Place Marketing written by Seppo Rainisto (2003), how to Brand Nations, Cities and Destinations managed by Teemu Moilanen and Seppo Rainisto (2009), Marketing Places edited by Philip Kotler (1993).

1.4 Structure of the research

Besides the introduction which included the background, purpose, methodology of the research and structure, this thesis has been divided into three sections, namely, the basic definition of place marketing and its process, target group, main factors influencing the place marketing and city branding, as well as the detailed case of Shanghai and Helsinki research.

In the part of place marketing, these ideas will be analyzed:

1) The concept of place marketing

In the first chapter, the study is conducted by exploring the concept of place marketing. Moreover, several elements of place marketing are also presented.

2) Place marketing process

In the second chapter, the main point which will be discussed in the place marketing process

3) Target groups

In the third chapter, the focus is given to the basic definition of target groups. Also, the connection between place marketing and different types of target groups is discussed.

4) Eight factors

In the fourth chapter, the emphasis is put on the eight factors which will influence the place marketing and how they affect the tourists' attitude and strategies.

5) The challenges of place marketing

In the fifth chapter, it will analysis the main challenges of place marketing; through analyzing this concept can conclude the solutions.

In the part of branding, there are two points should be demonstrated:

In the first point, there are three branch points will be indicated.

1) What is the definition of place branding?

In the first chapter, the focus is given to the basic definition of brand. Also, the connection between place image and brand is discussed.

2) What is the importance of a place brand?

In the second chapter, the study is conducted by exploring the meaning of place brand as well as its value.

3) How to brand place?

In the third chapter, the emphasis is put on the steps and methods of creating the place branding and its challenge which suffered in the period of creating.

In the part of research, on the basis of tourist perspective, the case analysis will play very important role through compare the data which gather from Chinese and Finnish place marketing specific successful case. It can help to summarize what is main advantage in the development situation and prospect of two countries during

the place marketing stage. Place marketing in practice will be presented through cases of Shanghai and Helsinki.

2 PLACE MARKETING

2.1 The concept of Place marketing

Although, the definition of place marketing is ambiguous , owing to the lack of a robust academics theory and different research backgrounds (Hanna &Rowley 2008, 61-75), the term has been applied for many centuries to refer to the development and promotion of places, cities, and nations (Kavaratzis & Ashworth 2008, 150-165.)

Place, is an area or space with definition or in definition boundaries or a portion of space which has a name in an area in geography. The place concept which has been involved includes different region zoning, such as countries, provinces, cities, districts, nations, town, even the communities (Rainisto 2003, 10).

Place marketing is not a very new phenomenon. It appeared in the U.S. already in the 1850s, the “wild west” was established mainly as a selling place s in order to attract the new immigrants. Moreover, in the area of British and French beach resorts, the local residents have utilized this feature to appeal tourists in early 1990s as advertisement (Arnold & Kuusisto2000; Gold& Ward1994 cited Rainisto 2003, 11). Basically, place selling is the predecessor of place marketing.

Place marketing is taken as a management process which includes the aim of using place differentiation as competitive advantage which can beat other places (Kotler et al. 1999; Rainisto 2003)

According to this definition, place marketing is not only encompassed the place selling, but also involves the market segmentation which can help domestic company wins the competitive advantage (Kotler et al. 1999; Rainisto 2003).

The place marketing can be seen as a blend of the place marketing and place branding, since place branding is as a part of the holistic place marketing practice (Niedomysl & Jonasson 2012, 223-230.)

Apparently, the definition raised by Niedomysl & Jonasson highlights the importance of the competitive image of that place with the explicit aim of attracting capital from elsewhere as well as the marketing branding.

The application of place marketing policies is the tools for urban economic development can be influenced by tourism, sports, recreation, the arts and the media (Bianchini 1993, 29.) It can be proved from Figure 1, the figures shows the contribution of travel & tourism to GDP. Thus, conclusion can be made is the travel and tourism is an essential factor of place marketing.

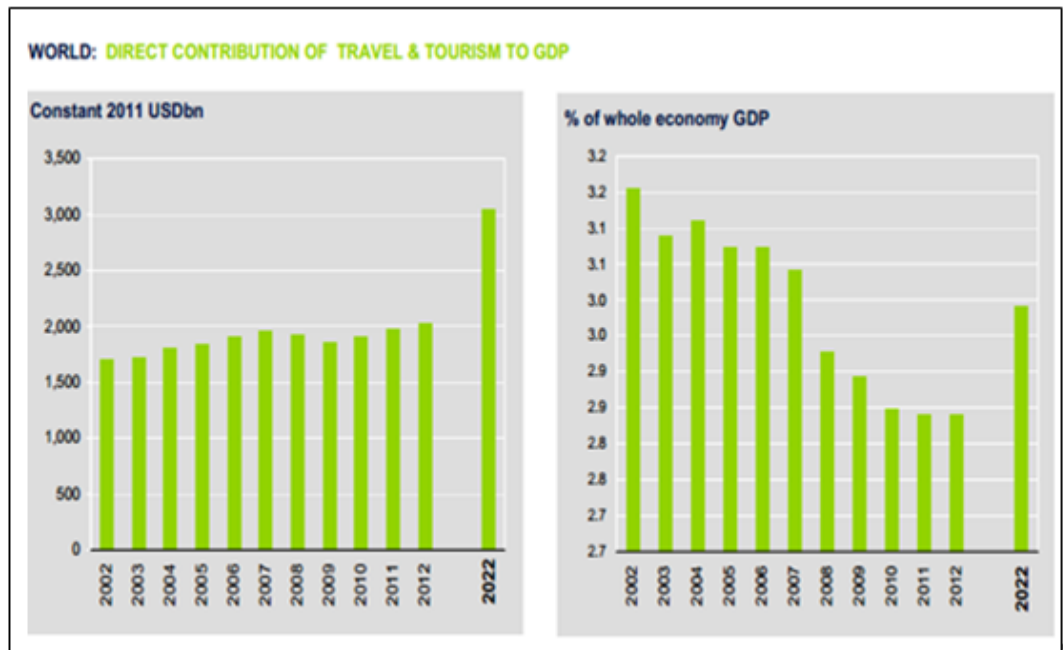


Figure 1 Direct Contribution of Travel & Tourism to GDP (World Travel & Tourism Council 2012)

In addition, tourism has increased its share in the modern service industry. The

share tied up more than 10percentageage of service industry in 2010. To be exact, a survey conducted by Travel China Guide showed that after 2008 Beijing Olympics, 2010 Shanghai Expo and other international events, tourism amount has been increasing rapidly. In 2012, the inbound tourists reached an amazing 132.4053 million bringing revenue of 50.028 billion USD. On the other hand, in the part of outbound tourists' number, the totals reached 83,182,700, up 18.41percentageage comparing with 2011. Owing to this booming development, the Chinese government has increased the number of permitted overseas destinations for her citizens to 114 countries and regions in order to appeal more tourists (Travel China Guide 2013)

2.2 Place marketing process

In the field of place marketing process, the elements are divided into three perspectives: producers, market and consumers. Specifically, it includes resources, product, marketing strategies and measures, customer populations, segmentation and strategies (Rainisto 2003).

The following division into place marketing stages can be offered:

1. Motivation – include the initial motivation, presentation of vision and synopsis of plan
2. Analysis – situational analysis, the essential part of the whole place marketing process
3. Determination – the steps include formulating of the goals, setting and elaborating the marketing strategies.
4. Implementation – realization, managing and auditing of marketing strategy (Brownlie 1996, 11-22.)

Motivation

Motivation phase will influence further plan synopsis and the completion before the first cycle (before the proper realization) is assigned and properly-modified into marketing plan (Brownlie 1996, 11-22.)

Analysis

Meanwhile, the first step of place marketing is the strategic analysis of place (Kotler et al. 1999,) as well as the vision and mission statement. The basic recommended techniques are SWOT-analysis and PEST-analysis. Since no development and plan can succeed without the prior anglicizing preparation.

In the theory of SWOT, the people will analysis the strength, weakness, opportunity and threats of the project or business activity. It begins by defining project goals or business activities and identifying the internal and external factors that are important to achieve this goal. Strengths and weaknesses are usually come from the internal organization, while opportunities and threats are usually come from external force (Kotler 1999, 58).

PEST analysis

On the other hand, for the PEST, political factors, economic factors, social factors and technological factors will be involved in the macro-environment (Kotler 1999, 102-111). Political factors include the government regulations, for instance, the employment laws, environment restriction and tax policies. In additional, it is also related to the trade restriction and political stability.

Economic factors is relevant about the economic growth, interest rates, inflation risk and currency exchange rates which will influence the cost of capital and purchasing power of firm. Social factors mean the population growth as well as age demographics and attitudes towards health. All of factors connect with the

customer needs and trend of potential market. Automation, investment incentives and the rate of technological change are the basic elements of Technological factors; it will affect the customer decision and company's competition advantages.

Through SWOT and PEST analysis models, the organization can determine the unique selling points on the basis of the certain optional attractions (Kotler et.al.1999.)Meanwhile, because the changeable market, the organization should fix the strategy according to the time and season in order to meet the customer's needs. Beside the strategic analysis, marketing strategy, marketing mix decision, implementation and control are also important for place marketing.

Determination

In Figure 2, the model shows the success of place marketing needs both strategic and operational skills. The figure has indicated that with low implementation and low strategic ability, that area is a loser. It represents that in this area there is no possibility to take action in the implementation or the strategy work. However, to the contrary, the expanders are good in the condition of strategy and implementation which is leadership for the long-term strategy. Moreover, for gamblers, they are lack of strategy eye, however, they may get some short-term success with luck and hardworking. As the frustrators, they are frustrated since they have good strategic skills. However, it is lack of implementation. As a conclusion, the place marketing process should balance relationship between strategic and implementation efforts (Kotler et al.2002, cited Rainisto 2003, 41.)

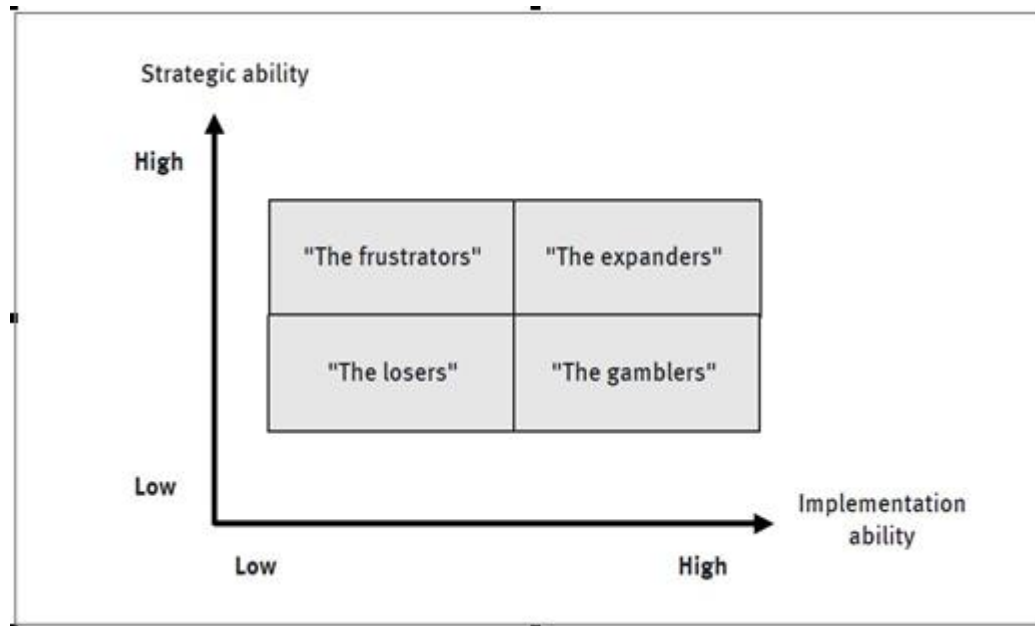


Figure 2 Place marketing strategy (Kotler et al. 2002, cited Rainisto 2003, 41.)

Implementation

“Cross marketing” is a very useful technical tool when practicing place marketing in the stage of the process. The basic meaning of crossing marketing is continuously marketing between and among place plays. Such as the visitors are not only tourists but also stand for the potential links to the firms and investors in their domestic area (Haider 2002, cited Rainisto 2003, 41). Under this situation, the customer can direct touch the market in their decision-making process.

2.3 Place marketing target groups

In the area of marketing, the target group is also called target customer who serve as the focal point for a particular program or service. Because of the similarly needs and interests, the customer can be divided into different target group, moreover, it also can be segmented on the basis of psychological, geographical, demographic, socioeconomic and behavioral. It can help the firm to target marketing efforts to reach their most promising prospects and craft marketing

messages appropriately (Kurtz 2010).

The main place branding target groups can be broadly separated into three target market: (Kotler et al. 1993)

1) Tourists

2) Residents

3) Businesses and industries

1) Tourists

In reality, the tourists' categories have been divided more specific and complex. For example, the visitors can be divided into business and leisure visitors as well as professional audience, as archaeologists and architects (Hankinson 2004, 109-121). So for this situation, in the place marketing process, the tourism company, travel agency, hotel or the government should analysis the types and aim of the visitors. Such as the leisure visitors, their travel aim is searching for leisure time activities like shopping malls or cultural events. They do not care so much about the professional knowledge or the landscape, as well as the business visitors; they pay more attention in getting logistics and facilities for their business. So how to improve these things is the main point to attract this type customer. In additional, for the experts, such as archaeologists and architects, providing the convenience and facilitate, because their work can bring a lot benefits, for instance, the investment and protect policies (Kotler et al. 1993).

2) Residents

Because residents is an integrated part of a place brand, they often play a role as ambassadors for their place brand; furthermore, the residents also are citizens, who take responsibilities for managing, offering, servicing and introducing, local culture,

customs, service and products.

Moreover, the communication is most important work for place branding, there are three steps, the primary communication involves the city's action themselves, which including architecture and real region offerings as well as the city's behavior (Kotler et al. 1993.)The secondary communication equals formal communication like all types of advertising and marketing campaigns (Kotler et al. 1993.)The tertiary communication is word-of-mouth generated by the residents of a city (Braun 2011, 257-267.)

3) Businesses and industries

Generally speaking, city marketing is more complex than product marketing since it not only includes product but also service. So in the part of regional marketing, the businesses and industries play a very essential role. Businesses and industries can not only provide the tax for the government, solve the employ problem, development the regional economy, but also they are symbols of the place.

2.4 Eight influencing factors of place marketing

In terms of employment, travel and tourism is the largest industry in the world. Therefore, it is very important to stand in the tourists perspective to analyze the factors will affect the place marketing. Overall, it can be improved from Figure 3, there are eight factors have been applied in the place marketing practice which will increase the place attraction. Wherein, "Planning group", "Vision and Strategy analysis", "Place identity and Place image", "Public-private partnerships", and "Leadership" are the normal actively influence factors which as well as take responsibility for organizing ability of place. In additional, the there are four environmental challenges, such as" Global marketplace", "Local development," "Political Unity and Process coincidences" the stakeholder should face and solve in the stage of place marketing (Berg 1993).

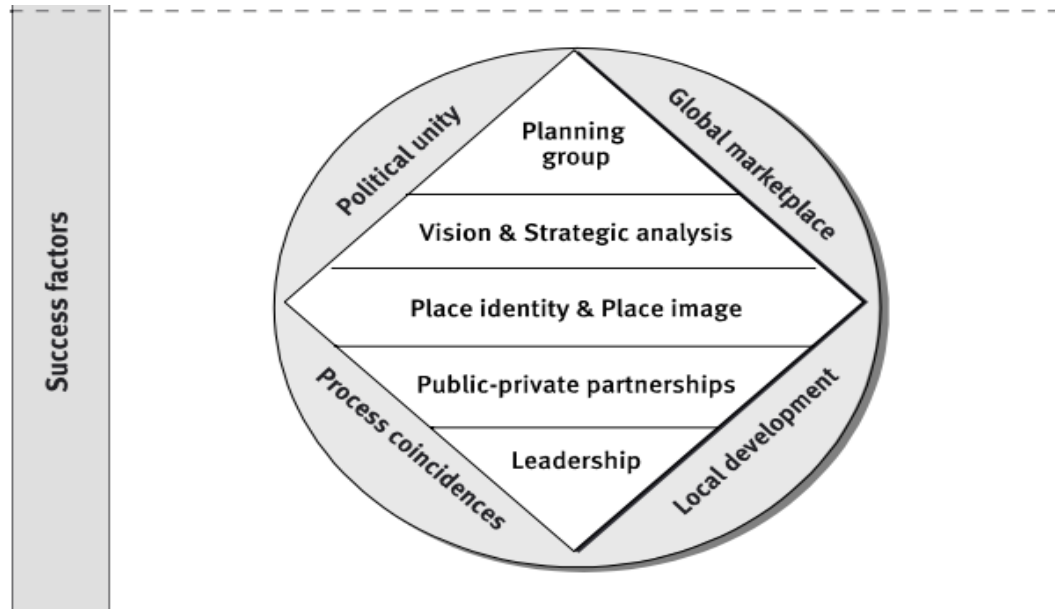


Figure 3 Framework of the Success Factors in Place Marketing (Rainisto 2003, 69)

Planning Group

Planning group means that the government or company will specifically dedicated an organization to deal with the marketing practices of a location. It includes planning activities and entire problem-solving sequence (Bryson&Bromiley 1993, cited Rainisto 2003, 69) the planning groups will analysis the major advantage and disadvantage of the place, as well as the opportunity and threats, then according this to formulate the specific improvements.

The ability of planning group will influence deeply the full region marketing development and strategy. Generating new ideas, developing and implementing the policy for the region are effective way to help the prospect of the marketing strategy (Berg 2001).Furthermore, social equity, environment risk management, energy planning, security, health welfare such factors have also been considered into the planning issues.

Vision and Strategy Analysis

Vision defines what you want to achieve in the future, in the area of the place marketing, the vision means the owners' main insight of the management in the competitive circumstance and the promising business opportunities (Rainisto 2003, 70.)

The definition of strategy analysis is through increasing the organization's resilience to deploy and redeploy its resources intelligently which can improve the firms' efficiency and effectiveness for sake of adapting the different environment (Worrall 1998).

Place Identity and Place Image

“The art of marketing is largely brand building. If not a brand, it will be viewed as a commodity.”

-Philip Kotler

The place's image has been taken as the people's beliefs, ideas, impressions, exceptions, mainly the tourism industry (Kotler et al. 1999.) Creating the place's image should plan strategy on the basis of the contents of the place's identity. The place identity is a unique set of brand association which indicates the place stands and manner from the organization for the promise to customers (Aaker 1996). For establishment of the place's image, region needs not only the umbrella brands, but also the sub-brands. All the brands need a unique and specific strategy through strategic marketing planning. Branding as the main method of place marketing will try to formulate its original appearance, services and messages to create the brand identity.

Generally, the global brand goods can get more profit than unknown brand goods. Since, these type companies can reduce the advertising cost in the stage of marketing campaign compare with the company who is the beginner of this field. Moreover, due to the image scale advantage, it helps the firms to increase market

share. So how to make a local brand to become a famous international brand, regional marketing has played a pivotal role. To find out the uniqueness of local products, reasonable position, the right customers and market segments and create the customer added value (Rainisto 2003, 80-81).

Public-Private Partnerships

Public-Private Partnerships means the close cooperation between public entities and private entities, it includes the firms' structure, negotiate and implement the finance, design, development, construction and operation (The Canadian Council for Public-Private Partnerships 2005). The PPP model usually refers to the public sector and the private sector to provide public services (mainly public infrastructure); they share advantages, disadvantages, risks and benefits. PPP, the basic principles of the private sector are requested to use the minimum cost to acquire the maximum profits, meanwhile, government wants to use minimum resources to provide more public goods and services. In order to achieve this goal, Standing on each other's position think the question is very important.

Leadership

What is leadership? A simple definition of leadership is that leadership is the art of motivating a group of people to act towards achieving a common goal. Furthermore, what should the regional manager be? The leadership often reflects one company's management strategy. In the stage of the place marketing, the brand leadership model are common be used.

Table 1 shows that this is a five-level brand leadership model which created by BBDO's which providing a systematic approach to developing brands.

Table 1 Five-level brand leadership model (BBDO 2001)

Level 1 – Proprietary goods
Level 2 – Branded products
Level 3 – Positioned brands
Level 4 – Identity-building brands
Level 5 – Mythological brand

On another hand, some regional places in order to protect their own brand, they begin to gather another cities or provinces to build an alliance. Besides, more and more alliances to take the corporations as the attractive and competitive tools through which firms can help them to expand and increase their scope increasingly (Harrigan 1986; Anderson 1990). Under this circumstance, the Leadership's attitude and strategy will influence the prospect the business plan because leadership plays the role of motivation, coaching, organizing, assessing.

Global Marketplace and Local Development

Global marketplace and local development are two perspectives of place development strategies which are linked together. The former emphasizes the importance of the corporations' participation to compete in the international market. On the contrary, local development indicates the idea "its own backyard", both strategies can be linked together in order to survive in the competitive business entertainment (Rainisto 2003, 80-81).

Since there are differences in taste, lifestyle, consumer attitudes and purchasing power should be taken consideration because of the different competitive environments in each country (Borja&Castells 1997).

Political Unity

The definition of political unity is the nation has high degree of autonomy which can improve and balance the social harmony. In general, the political unity will not only affect the entire country's prospects for the development of market economy

and international status, it will also influence the cooperation of the region between the regions and the consumer's desire and ability. Political unity and consistency will increase the demand for management challenge in the place marketing for the place product itself under the situation of the term “consistency” (Rainisto 2003, 79).

Process Coincidences

In the stage of making place marketing, the strong citizen's movements can influence the rational decision, so how to deal with this relationship of development and nature protection is very important.

2.5 The main challenges of the place marketing

Generally, almost cities' economy is booming and bust. However, a lot of cities still have not choice, but should face the economy trouble because of the internal forces and external force, such as East St.Louis, Illionis, and Newark, New Jersey has been felled along with crime and drugs. Moreover, such as Detroit, Philadelphia and New York have been a period of hard time because of the depressed economy. In order to solve these problems or develop greater economy, these cities want to attract new residents, visitors, business firms, and investment. The new global forces will affect all places intimately (Kotler & Rein& Haider 2002.)So it is priority to design a good strategy for the place marketing in order to develop economy and meet the customers' requirements. These are 8 factors can guide company, organization, government formulate the detailed strategies. But there are challenges of the place marketing which we should consider.

1 Sustainable Tourism Development

Balancing economic viability, environmental conservation and social impacts is the

basic requirement of the tourism development. Thus, the perspective of sustainable tourism should be established and enhanced in the future tourism development. Moreover, more and more evidence shows that an integrated approach to the tourism planning and management need the development of the sustainable tourism. Thus, to the tourism industry, how to implement this perspective is a big challenge. On the other hand, it is also a challenge to the small and medium travel agencies owing to the high requirements (Walter & Alex 2000).

2 Climate Change

the substantially changed climate regimes and climate-induced environmental change can directly or indirectly influence tourism in some regions, as well as societal impacts, such as reduced economic growth or political destabilization these factors also can significantly damage or complete loss of regional advantage, it stands the key tourism resources that will alter the competitiveness of destinations (Scott et al. 2008, 23).

3 Cultural barriers

Cultural characteristics can be taken as the main tool to attract tourists, however, a coin has two sides, and it is also a big challenge of regional marketing. Due to culture diversity, there are too much factors will influence the customer satisfaction, some of these are certain, but some of these are uncertain. So figuring out the customers' needs and their own background is very essential for tourism service. For example, in order to adapt the family culture, some hotels has change the room structure, they provide two kinds of bed, one is suitable for two people, and the other one is suitable for child. The layout can help family to solve the bed space problem. However, it still exist some problem, such the different requirements of different countries' tourism, such as Chinese tourism care room "Fengshui" which means the room location and layout. They prefer to live in the room which location faces to the west, moreover, Chinese tourists will pay attention to choose the room number like six or eight these number just owing to their own culture. Thus, these

particular problems will influence the place marketing process and customer loyalty. (Chinese Culture 2014)

3 BRANDING

3.1 Place branding

Place branding is defined as an impression in the mind of customers' for one product or service. There are tangible and intangible two types which will effect or coach the customer' selection. In addition, the brand also can be the promise of something, such as quality, taste, and style or service attitude (Moilanen, Rainisto 2009, 12). The innate characters of place branding concept are image, identity and communication. The brand image is acquisition of sender itself; the competitive identity is the condition which describes the synthesis of brand management on the basis of excellent public diplomacy, trade, investment, and tourism, export promotion. The place image needs connection with the strategic innovation and economic, commercial, social, culture and government policy (Anholt 2007, 474 -475). Almost, under the situation of excellent and reasonable branding, the outcome of place image should be positive.

3.1.1 The components of place branding

In general, the place branding is part of place marketing, its aim is attract to skillful workforce, foreign investments and businesses, tourism income as factors which can influence the field's public diplomacy. Precisely, the place branding can be affected by many variables, both internally and externally. The former implies the culture, environment, social development, the place's atmosphere which is outside of individuals (Rainisto 2003). While the latter presents factors related to individuals, such as the images of its brand. Moreover, as the brands are powerful assets for one company, it should be developed and managed carefully (Kotler 2005.) Thus, in this research, two important factors, namely brand equity, brand personality are discussed.

Brand equity

Brand equity stands for the value of brand which is based on the extent of high brand loyalty, name awareness, perceived quality, and strong brand association, trademark and channel relationships. Especially, for the “trademark”, a city cannot escape this of its nation (Kotler et al.1999).For place, there is a real challenge which is in the stage of place offering to create the added value for place customer. The best effective way is to make the place-oriented added value “visible”. Thus, branding can be used in this compatible way (Killingbeck & Trueman 2002; Hankinson 2001). While, the high brand equity can provide many competitive advantages for company as well as a place.

Brand personality

All humans have their own wants and demands and no matter in which facet these wants and demands are, biologically, socially or mentally, because of this, the brand personalities is a motivated tool which can gives consumers something with which they can relate, effectively increasing brand awareness and popularity.

Jennifer Aaker’s five dimensions of brand (Table 2) is a well-recognized theory of brand personality which indicates human chrematistics or emotion is categorized into five levels.

Table 2 Five Dimensions of brand personality 1997 (Aaker 1997, 348)

Five Dimensions of brand personality		
Name	Dimensions	Traits with the highest item-Total Correlation
Sincerity	1	Domestic, honest, genius, cheerful
Excitement	2	Daring, spirited, imaginative,

		up-to-date
Competence	3	Reliable, responsible, dependable, efficient
Sophistication	4	Glamorous, pretention
Ruggedness	5	Tough, strong, outdoorsy, rugged

3.1.2 Major place branding strategies

It is manifested that the implementation of brand relies deeply on consumers' mind and attitudes, however, the company or government can still according to the strategy logic to figure out the major brand decisions. It will consider the tourism service as the main basic point, owing to it essential importance to the place branding.

The brand image is created by the advertising and marketing. Whereas, the place reputation is usually more complex compare with the brand image of products or corporations, which is built in a more random way (Anholt 2006, 9.) Thus, in Figure 4 indicates there are three tools which usually applied in establishment of place image by marketers: slogans, positions, themes and visual symbols or events and deeds.

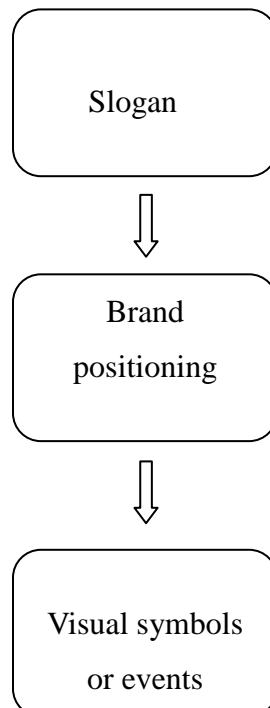


Figure 4 Place branding strategies

Slogan

In general, slogan is a short phrase that communicates either descriptive or persuasive information about a brand (Keller 2003, 26-31) which is a very popular destination promotion strategy.

In addition, according to Pike(Pike 2005,258-259), a destination slogan make propositions on the basis of one or more values, such as functional destination, affective qualities, travel motivation benefits, market segmentation, symbols of self-expression.

Slogan should be designed to cut through the media clutter, although it will be less effective, if it is required to explain the proposition of the further promotional materials. Owing to excessive destination slogans existed, the attraction of slogans will be less memorable. Thus, the basic idea is to limit the slogan word number which is clearly focused on one value proposition of interest of the target, for instance, the simplicity examples is: Cumbria – lake district. On the other hand, many analyzed feature of the slogans could be regarded as embellished claims, such as Barbados – just beyond your imagination’, ‘England’s North Country-the perfect package’ (Dann 2000, 63-72).

Brand positioning

Brand positioning as a market-oriented, coordinated set of activities that improves the quality of the city which can efficiently communicated to target groups in terms of branding a city (Kotler 2002). In addition, Keller (Keller 2003, 26-31) argued that, for a city, it needs to achieve the highest possible degree of competitive

advantage to differentiate their brands from the other competitors. To be exact, there are some facts will influence the brand position, such as attributes, benefits, values, culture and personality.

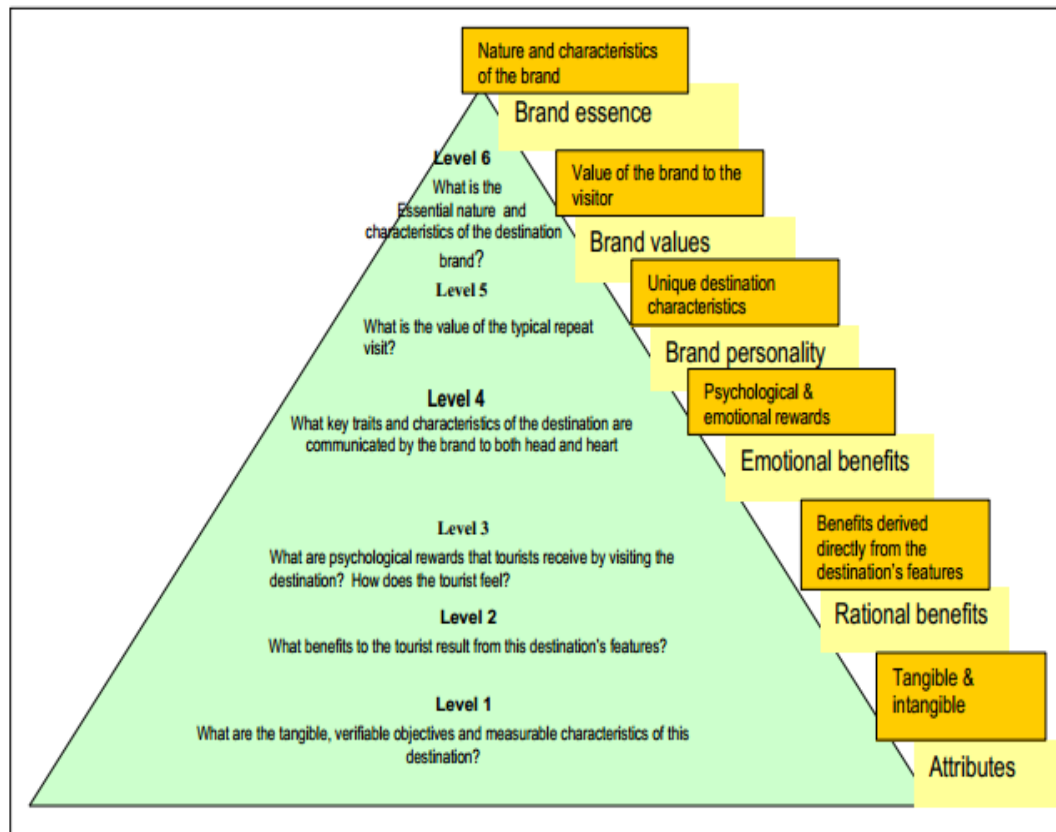


Figure 5 The destination brand pyramid
(Cleverdon & Fabricius 2006, 9; Kaplandiou & Vogt 2003, 2)

From Figure 5, we can see that the destination brand pyramid has six levels. In Level 1, the basic characteristics of a destination include tangible, verifiable, objective and measurable. The positive market trends and unique experiences can help the destination to match the tourists' needs. Level 2 and 3 emphasize the importance of the destinations features, psychological rewards as well as emotional benefits. Level 4, 5 and 6 consider the essential nature and characteristics of the brand which can maintain the number of regular visitors.

Moreover, Gartner (1986) also mentioned that people's perceptions of various attributes within a destination would influence to form a whole and composite image of that destination in his studies report. In detailed, the important creation of the destination image is to delineate the balance between whole image and other image components (Ahmed 1991, 55-69).

Such as value will influence a place brand success, since the buyer will feels that the unique added values of the place match the needs closely when the way is "augmented" (Aaker 1996, 150). While the place should utilize it own arguments in order to match the customer benefits and added value accordingly. Furthermore, it means the brand both needs the tangible "service character and personality (Moilanen & Rainisto 2009, 58).

Ekinci and Hosany (2006) indicated that destination personality has positive impact on perceived destination image and intention to recommend which has been divided into three dimensions, such as sincerity, excitement and conviviality. The destination's personality interacts with the target groups on the emotional and the rational level is the successful factor of any destination brand. (Morgan et al.2004, 70)

Visual symbols or event

Visual symbols or event is very important to place branding, especially for the tourism. For instance, Beijing has Great wall and Paris is stand for romance. When the systematic use of these visual symbols appear on the official letterhead, brochures, billboards, video, print, and dozens of other places. Images can also be communicated through events and actions (Kotler et al. 1999.) More specifically, holding an Olympic Games is also a good example of impacting and creating on a destination's brand. Because the Olympics organization offers an excellent channel both in area of local and international funding for branding at a local level (Virgo &

Chernatory 2005, 381.) Moreover, in the past, a lot of foreigners thought the symbol of China was poor and undeveloped country, China was equal to a country which was lack of human rights, a country with low-quality manufacturing of other countries' goods, as well as a country with a poor record of environmental awareness (Berkowitz 2007, 441-454). Then in order to break this bad nation image, the Chinese government put theory of People's Olympics, High-tech Olympics, and Green Olympics into this big event. The result is positive, Ashley Esarey, of the Fairbank Center of Chinese Studies at Harvard University, he through the research to prove that in China, people enjoy religious freedom, Chinese good is amazing, Chinese people always keep promise these positive result (China diary 2008).

3.2 Challenge with branding place

Successful place branding relies on consensus between partners (Virgo & Chernatory 2005, 382.) It means the place marketing requires the active support of private and public agencies, interest groups and citizens (Kotler et al. 1999.) Because of this, it should handle the relationship with different partners, so it is related to a lot factors, such as political factors, network factors, culture factors, location factors and so on.

Second challenge is that compare with the product marketing, the place marketing is trend to be more intangible and invisible. The process of place branding is the process of create value, thus, all the data of brand should establish on the basis of the truth and existing values of the nature culture, no false promise (Gilmore 2002, 55-65.) So the question about how to make the culture be more interesting is very essential. Therefore, it needs capital and time. However, many local financial resources are limited, because the public sector has more limited resources invest. In most cases, the beneficiaries often suffer a challenge of the unfair investments. (Moilanen & Rainisto 2009, 20-22.)

4 CASES: PLACE MARKETING OF SHANGHAI AND HELSINKI

4.1 Data collection

Qualitative case study has been used in this thesis, because the aim of this research is to find out the factors which influence the place marketing. Compared with other research methods, this one is the best option. Since case study prefers contemporary events and it is also introduced as a preferred approach to answer “how” or “why” questions. Furthermore, the basic advantages of case studies are heavily relying on inductive reasoning in handling multiple data sources. Thus, in this part, it will also involve in the selection of the research, collection and analysis of the empirical data (mainly are secondary data).

Data analysis is very essential and it is the least codified part of the building theory process from case studies (Eisenhardt 1989.) The major data collection method applied in this research is qualitative case study research, which is based on the theory of Thomas (Thomas 2011, 511-521); as well as the case study research is also a typology analysis method in social science which is a review of definition, discourse and structure. Golafashani (Golafashani 2003, 597-607) described the qualitative research can understand phenomena in context-specific setting which uses a naturalistic approach. On the other hand, the advantage of case study can promote the theoretical perspective in conjunction with your design and analysis the involved topics (Yin 2003.)

Rogers (Rogers 2009, 8) said that the Internet is served more than just a site for virtual culture in the area of research work. With the help of Internet, researchers can diagnose cultural transformation and societal conditions very easily. Thus, in this thesis, all most data is secondary data which collected from the internet. Meanwhile, all of data collection is based on the published academic literature, magazine, and journals, websites in order to guarantee the data validation and reliability.

Problem and limitation

For the study method, there are some limitations, because the case study focuses on a single unit, a single instance. Compare with the questionnaire or interview, the investigator will suffer the data collection problem, such as how to distinguish the data authenticity, objectivity and diversity. More precisely, the particular aspects of case study research that offer the rationale for its selection will also involve certain limitations in its usage. Because everyone has a different outlook towards various events which will lead the same problem has different solutions. However, these results might bias the research issues and key facts (Yin 2011).

4.2 Case Shanghai

4.2.1 Introduction

By the virtue favorable geographical, personnel, economic, political advantages and cultural superiority, Shanghai has become one of the world's busiest container harbor city, one of China's four directed-controlled municipalities, the main economic and cultural center. Figure 6 illustrates that Shanghai is located in Yangtze River Delta of the eastern China, the city borders connection to the north, south and western provinces of Jiangsu and Zhejiang, and it is bounded by the East China Sea. Figure 6 also shows that because of the special geographic position, Shanghai, Jiangsu and Zhejiang have constituted cooperation zone which as the leading China's largest economic zone "Yangtze River Delta economic circle." In the part of economy, Shanghai GDP ranks the first among the China city, in Asia, just after Tokyo and Osaka. The positive economic situation brings the benefit to the other industries. In the part of culture, because of the fusion between Chinese traditional culture and cultural diversity immigrants' integration, it formed a unique "Shanghai culture". Under this circumstance, Shanghai utilizes these facts and

advantages to develop the tourism business (Travel China Guide 2013).



Figure 6 Shanghai Regions and Surrounding(Shanghai Highlights 2014)

Shanghai tourism situation

The statistics below (Table 3) describes that the rank of the Top 20 China Destinations for Overseas Tourists, Shanghai is the second popular city in foreign tourist mind in 2012.

Table 3 Top 20 China Destinations for Overseas Tourists (Travel China Guide 2012)

1. Beijing	2. Shanghai	3. Xian	4. Guangzhou	5. Guilin
6. Shenzhen	7. Hangzhou	8. Chongqing	9. Chengdu	10. Kunming
11. Hong Kong	12. Yichang	13. Suzhou	14. Datong	15. Zhuhai
16. Luoyang	17. Huangshan	18. Lhasa	19. Haikou	20. Sanya

Figure 7 demonstrates that the number of tourist has been in Shanghai during 2010, there were more than 5.52 million foreigner passengers has been in Shanghai which ranked first in China, increasing percentage was 40percentageage compare to last

years. Furthermore, the growth rate was the fastest of all Chinese cities, which has received foreign tourists (excluding Hong Kong, Macao and Taiwan regions) accounted for 81percentageage of the total number. Obviously, it is the largest foreign tourism city (Travel China Guide, 2012.)

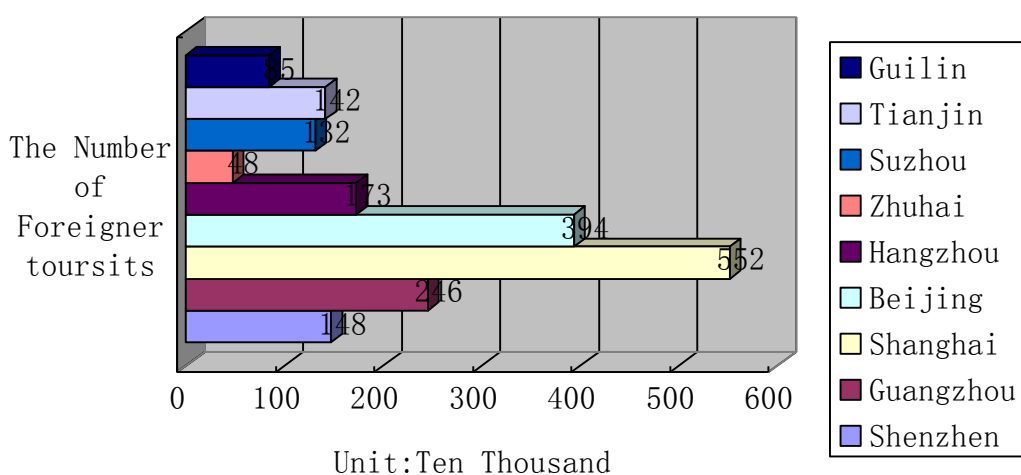


Figure 7 the main foreign tourist city (Travel China Guide, 2012)

In the table 4, we can see that the average days which the foreign tourist stay at one city, Shanghai ranked fifth in 2010 in all of Chinese city, the average travel-day was 3.5 days.

Table 4: Average travel-day of foreign tourists 2010 (Travel China Guide 2012)

2010: average travel-day of foreign tourists	
City	Average travel-day/person
Xiamen	4.6
Nanjing	4.5
Beijing	4.2
Tianjin	4.1
Shanghai	3.5
Dalian	3.4

Sanya	3.3
Wuxi	3.2

Additionally, owing the impressive impact of Shanghai World Expo 2010, during this stage, there are a great number of inbound tourists to visit Shanghai, setting the highest record of 8.51 million. Due the global economic recession, in 2011, the tourists' traveling willingness has been reduced. It still maintained the first rank in China which the number reached 8.1757 million person-times. While for outbound tourist number was up to 83,182,700, compare with 2010, it upped 18.41 percentage and it worth 102 billion USD. Because of this, the destinations' tourism development, economic growth and job creation has been rise which was caused by the increasing outbound consumption (Travel China Guide 2012).

Official Shanghai China Travel Website

Figure 8 indicates the general aspect of the Official Shanghai China Travel Website. The background of the website is the night landscape of Shanghai Bund. In the right corner, the tourism slogan is written by English and Chinese. There are some bottoms are linked to the service information, such as language translation, weather, highlights, event and so on. In addition, in the middle of the website, there is a picture which the symbol of Shanghai people life situation in the past which indicates the classical and special Shanghai culture.



Figure 8 The Official Shanghai China Travel Website (The Official Shanghai China Travel Website, 2014)

4.2.2 Tourism strategy – segment the tourism categories

How the city is understood by all the groups is an important issue of city brand (Gertner 2002.) In order to model the city image, Shanghai utilize 2010 World Expo this opportunity to make the theme “Better City, Better Life” to be understood in a particular way. Shanghai has publicized its harmony urbanization and minimizes the negative images on its urban demolition and relocation which would bring the bad influences in the city image. On the basis of this good impact, Shanghai tourism industry has divided the tourism categories into four types which can attract more visitors and increase the competition (PhoCusWright Connect, 2010).

Different types of the tourists can be divided by their behavior or visitation patterns on activity-based segmentation. Thus, the tourism in Shanghai can be divided into four different categories, such as MICE tourism, Suburban tourism, Classical culture tourism and Cruise tourism. Owing to this feature, Shanghai tourism

industry can be more attractive and competitive in the area of regional and international tourism.

MICE tourism

First of all, the MICE tourism is a big part of Shanghai tourism industry. MICE this word is the abbreviation of meetings, incentives, conferences and exhibitions. To be more specific, it is a type of tourism in which large group, are gathered together for a particular purpose. It usually has been planned well in advance (ICCA 2007).

The most rapid growth rate of the tourism industry in the world is MICE tourism, which the annual growth rate is up to 10percentageage. Shanghai, as the economic center of China has opened a lot international exhibitions. Such as in 2001, the exhibition number was 117, however, it has increased to 262 in 2002. On the other hand, the exhibition area also has been expanded because of the participation. For instance, Shanghai Exhibition Center (SEC) in figure 9 has a total floor space of 80,000 square meters, of which 22,000 square meters are open for exhibition purposes. Furthermore, more than 40 well-known international exhibitions are held regularly in Shanghai. More and more industry moguls have established their branch in Shanghai. From 2001 APEC meeting to 2010 Shanghai World Expo success, Shanghai has set up a official and systematic tourism mechanism, including professional service standard, convenient transportation networks, varied travel activities and modernized communication systems.



Figure 9 Shanghai Exhibition Center (Wikipedia 2014)

Suburban tourism

For Chinese, Shanghai is not only a symbol of international city, but also a nature heaven due to the unique geographical advantages. The suburban area of Shanghai has abundant natural resources, such as water, mountains, and trees. These resources are a part of Chinese culture. Chinese citizen are chasing this nature landscapes. Recently, this tourism type is more and more popular, the youngsters wants to relax themselves in a comfortable nature environment as well as the greybeard. Moreover, the tourism demand of older people in China has increased rapidly, because their life and health index is used to have greatly improved along with the development of social economy and the improvement of orders' living standard. They prefer to choose some comfortable towns as the destinations. Such as Zhujiajiao Ancient Town in Figure 10 is their option, it is famous for rives and bridges, there are numerous rivers crisscrossing the town. Moreover, there are thousands of ancient buildings stand on the ashore. It has combined ancient town culture with landscape to create a unique tour. In shanghai, there are a lot such kind landscapes, such as Qibao Old Street, Zhouzhuang water town and so on (China

Highlights 2013.)



Figure 10 Zhujiajiao Ancient Town(Visit Our China 2014)

Classical culture tourism

Because of the fusion between Chinese traditional culture and cultural diversity immigrants' integration, then Shanghai has formed a unique "Shanghai culture". On the Chinese standards, Shanghai is not only traditional Chinese city, but also is an open and diverse city which is able to draw on both European and American influences. It has been reflected directly through the architecture features. In general, it can be divided into two types: one is traditional Chinese style, such as Longhua Temple, Qibao Old Street, Zhouzhuang water town, Yuyuan Garden which has a long history and impressive Chinese characteristic. Furthermore, in Shanghai, the tourists also can find the hot spot which is of special foreign feature. Since this city had accepted thousands of Jewish escaping from the murder during World War II (Emest 1995). Under this circumstance, there are a lot building has left, such as the bund. It is a symbol of Shanghai and an epitome of Shanghai's modern history. In additional, Shanghai is launching a number of major projects in partnership with Western commercial creative organization in order to make innovation in the talent development. It cooperated with the Shanghai Disneyland and Oriental DreamWorks. Precisely because of its particularity, more and more

tourists have been attracted by this special culture which is the mixture of Chinese and exotic.

Cruise tourism

In China, the Cruise tourism is a famous and potential tourism types, which is different from team tour type of tourism, it forces on providing a holiday from luxury travel way, five-star service facilities. According to the Chinese transportation association cruise yacht club (CCYIA) statistics, in 2011, there were 262 international cruise ships have been in China, with growing by 17.5percentageage year-on-year, had received 504582 cruise tourists from home and abroad. To be exact, in Shanghai region, cruise products achieved sales of € 296010 (with cash of € 72540 and orders of € 223470). On the other hand, in order to attract more visitors, the government also published some policies to support the cruise tourism development, such as the establishment of the China (Shanghai) Pilot Free Trade Zone. Except the business functions, such as partnering the ventures with cruise travel agencies, using the experience of foreign cruise service firms in market operation, it also will through setting up duty-free showrooms and trade center specially for cruise ship passengers. Furthermore, maximizing on the revenue opportunities presented by the passenger traffic from the cruise ships by driving consumption is also taken as a benefit for tourists.

Chinese Cruise Tourism Development Pilot Area

Baoshan intends to expand the definition of what is meant by "Cruise Industry", by making Binjiang as a pioneer in the development of the tourism industry in China, therefore, that area has been shape as “Long Beach of Shanghai” and serve as the beachhead of China and even Asian. Furthermore, because this area which is called Baoshan is also belonging to the China (Shanghai) Pilot Free Trade Zone area, thus, it can utilize the policy benefits to expand their tourism business (PR Newswire

2013).

4.2.3 Tourism promotional measures

Except the geographic advantage and different unique tourism categories, shanghai has also used a lot activities to attract and maintain the tourists. Basically, it can be summarized into three parts: special visa policy, public transportation service and guiding service.

Special visa policy

In order to consolidate the status as a global hot spot, from Jan 1, 2013, Shanghai government has published a policy which allowed visitors arriving by passenger liners can stay in the city three days without a visa. This policy also regulated this visa- free policy can also suitable in Shanghai two airports to the cruise terminals. There are 45 countries air travelers can use this benefit, including the United States, France, Japan and Australia and so on. It means they have been permitted stay inside in “administrative area” of shanghai for 72-hour visa-free. If the tourists holding third-country visa and plane tickets are permitted to apply for this visa-free transit in two airports. This measure helped foreign tourists to acquire a reduction in visa cost, as well as the time consuming. Due to this open policy, it created a positive influence in cruise industry, for instance, in March alone, the number of passengers at Shanghai's Wusong and Beiwaitan ports rose 60 percentage year-on-year to about 90,000 (China Daily 2013).

Public transportation service

In China, the public transportation service has been developed very efficient, especially in the big city. Thus, Shanghai as one of biggest city, it has owned a lot types of the public transportation. For example, if you want to visit Zhouzhuang

water town, you have more than ten options to reach there, as such maglev, shuttle, bus, taxi, train, car, boat, metro, sightseeing bus, ferry and scooter/E-bike. On the other hand, mentioned by the ticket price, compare with other cities, it is quite cheap. Such as bus, the fares are usually € 0.12, € 0.2 or € 0.25, sometimes higher, while metro fares run from € 0.35 to € 1.3 depending on distance. Furthermore, the time interval of these transportation tools is short; while there are more than 8 lines which can help tourists to reach different districts of shanghai hot spots. (Travel China Guide, 2014)

Tourist Bus Line: Tourism Route 1 - 8	
Route 1	Shanghai Stadium-She Shan Hua Suo Dao (Sheshan Ropeway)
Route 2	Shanghai Stadium - Huinan Town
Route 3	Shanghai Stadium - Huaxia Tourism City
Route 4	Shanghai Stadium - Grand View Garden
Route 5	Shanghai Stadium - Baoyang Dock
Route 6	Jiading Hotel (Qiu Xia Pu) - Shanghai Stadium
Route 7	Shanghai Stadium - History Museum - Shanghai Stadium
Route 8	Shanghai Stadium - East Nanjing Road/ The Bund

Table 5 Tourist Bus Line: Tourism Route 1 – 8 (Travel China Guide 2014)

Guiding service

Internet has been taken as the most popular searching information way has been accepted by almost people. Therefore, before traveling, the tourist will search the information on-line, including the travel line, hotel, restaurant, and hot spot and so on. So evaluating the internet quality can through the language, the information reliability, the website opening time, and layout. Taking the <http://www.meet-in-shanghai.net> as an example, this website is an official Shanghai China travel website. There are five kinds of language has been chosen, such as Chinese, English, French, Japanese, Korean. This setting can help foreign tourist solve the language problem. Moreover, in order assure the information correction;

almost data were selected from the newspaper. This information has been published with the vivid pictures. These pictures can improve the tourists' interests and create a positive first impression of the destination.

Shanghai International Circuit

The outskirts of Shanghai were converted into an F1 venue in 2003 because of the establishment of the Shanghai International Circuit. Owing to the long straights, eclectic mix of corners and uncertain weather provides the frenetic and challenging race (BBC SPORT F1, 2014). In Figure 11, the basic information about the Chinese Grand Prix Shanghai has been shown, such as the First Grand Prix was held in 2004, the circuit distance is 5.45 km, M. Schumacher was the winner who with lap record of 1:32 seconds.



Figure 11 Chinese Grand Prix Shanghai (BBC SPORT F1, 2014)

Shanghai International Circuit is one of the most expensive F1 circuit facilities ever done, with cost running to nearly \$240 million. However, this event has helped China to attract 22.7 million tourists annually (THERICHEST, 2013). Furthermore, because of this special straights and advanced facilities, more and more tourists

have been attractive by this event. Shanghai has extended its deal to host the Chinese Grand Prix for seven more years which the race will be extended until 2017(Zhome News, 2011).

4.2.4 Social media marketing of Shanghai

Figure 12 shows that owing to the prohibition of the Facebook and Twitter in China, the main Social Media platforms are Weibo (it is equal to the Facebook and Twitter in China), especially Sina Weibo, Tencent Qzone (equivalent of Facebook and Twitter in China), Tencent QQ (Instant Message tools), Tencent Wechat (Mobile communication and private social networking app), Renren (equivalent of Facebook in China), Youku & Tudou (equivalent of YouTube in China). Except of these media platforms, Wechat official page, Youku official page can also be taken as the main tools of the China Social Media campaign strategy.



Figure 12 China Social Media (Business Insider 2013)

While, the best option for Shanghai Tourism in the area of social media marketing is Sina Weibo. First of all, owing to the registered user number was up to 503 million in the end of 2012(China Real Time, 2013.) Secondly, Sina Weibo has established a special channel for the tourism which is called @ China Tourism. This channel is ten of one official micro blogging. Furthermore, this channel became a

platform of Tourist information dissemination, tourism marketing. Thirdly, the function of Sina Weibo, the most apparent one is the maximum word number requirement is 140. It is easier for youngsters to share information, because all most people prefer to write down less words rather than an article. And instant exchange is other function of Sina Weibo, for instance, tourists can instantly share their own experience, upload the beautiful tourism resource and quality service, even share the unpleasant things which he encountered on the road.

Meanwhile, in order to make apparent impression of different provinces and cities' tourism, Sina Weibo also has opened micro blogging of the provincial and municipal Tourism Bureau rank. This rank has been set by the operating results of the each provincial tourism bureau and the municipal tourism bureau. To be specific, there are three factors will influence the operating results, such as coverage, active and dissemination. Shanghai official tourism micro blogging utilize the composition of coverage, active and dissemination. Because coverage alone can not achieve the promotion aim of local tourism resource, while the active and dissemination can enhance the spread the power and increase the fan activity. In addition, maintain a high degree of originality can also attract the fans attention as well as the keep the target interaction for fans tourism micro blogging. On the other hand, the Fans constitute is also important, it means the different provinces' or cities' fans are more conducive to communicate information to the target audience, thus contributing to the promotion of local tourism. Furthermore, Weibo has close cooperation with famous singing star, which assist these famous singing star attracts audiences as well. On the other hand, in the Sina Weibo page, the tourists can find the local landscapes' ranking and recommendations. From Figure 13, the tourists can acquire the information of the most attractive landscapes in Shanghai at present are Chenghuang Temple, Xintiandi, Bund, Ascott Raffles City and Shanghai Museum which are recommended by net citizen. Moreover, the figure also indicates the detailed address and the number of related pictures.



Figure 13 Shanghai Chenghuang Temple (Chenghuang Temple 2014)

Moreover, the detailed food shops, restaurants' address will be published through the Sina Weibo as well as the interesting news, story, gossip which is related to the tourism.

4.3 Case Helsinki

4.3.1 Introduction

Helsinki is the capital of Finland, which is a typical example of a "tourism city". Obviously, it is the center of the country's political, economic, cultural and demographic sense. Compare with other European countries, owing to its population (570,000 people) and metropolitan area (1.3 million inhabitants) is quite small. However, in the context of the country's population is five million, Helsinki's dominance and region becomes apparent immediately. In addition, almost all of the headquarters of local or international companies are located in Helsinki or its surrounding cities, such as Espoo. All national government agencies reside in Helsinki. Furthermore, the city has a considerable number of universities and universities of applied sciences, and it carries all the major national cultural institutions (HelsinkiRegion.fi 2010).

From the 1980s, Finland has become increasingly connected and integrated in Europe. It joined the EU in 1995. Finland's development since the mid-1990s has been thriving and frequently, "Finnish model" is a specific example of other European countries to follow. The focus of this development was, and still is the information and communication technology, technological innovation and higher education. Helsinki metropolitan area managed to strengthen its leading position in Finland, and became more and more connected to the global economy.



Figure 14 Helsinki Regions (Helsinki Regions 2014)

In addition, recently the Helsinki region was formed by the Metropolitan Area which includes Helsinki, Espoo, Vantaa, Kauniainen and other 10 surrounding municipalities. The concept of regions has been indicated in Figure 14. Obviously, this fourteen-municipality region can influence the local market, for instance, like labor market, commuting and housing market. Moreover, they have considered about the on-going and substantial factors, in the area of environment, the Helsinki region has joint waste treatment, air quality control.

Owing to these effective actions and facts, in tourists' mind, the Helsinki, is a city with

- Excellent infrastructure and clean environment
- Efficient services
- High-tech expertise and sophisticated telecommunication

Helsinki tourism situation

According to Table 6, the tourist's number is a quite big. In 2014, January, it was up to 11511929, which includes 942216 international visitors and 209713 domestic visitors. It has increased 5.94percentageage comparing with last year. Especially the number of international tourists, the growth rate was up to 6.1percentageage which can prove the international impact of Helsinki. In specifically, 54.5percentageage of visitors are willing to visit Helsinki for leisure, as well as the purpose of 43.5percentageage of visitors is business.

Table 6 The tourist's number of 2013 (Helsinki tourism statistics 2013)

	Kansainvälinen / International		Kotimaa / Domestic		Yhteensä / Total	
	2013	2014	2013	2014	2013	2014
Tammikuu - January	888 227	942 216	199 082	209 713	1 087 309	1 151 929
Helmikuu - February	870 693	911 137	223 620	231 330	1 094 313	1 142 467
Maaliskuu - March	1 011 802		270 036		1 281 838	
Huhtikuu - April	1 024 163		226 316		1 250 479	
Toukokuu - May	1 107 808		200 000		1 307 808	
Kesäkuu - June	1 253 978		179 649		1 433 627	
Heinäkuu - July	1 320 635		130 235		1 450 870	
Elokuu - August	1 238 177		166 049		1 404 226	
Syyskuu - September	1 138 958		208 660		1 347 618	
Lokakuu - October	1 140 283		201 825		1 342 108	
Marraskuu - November	906 530		211 375		1 117 905	
Joulukuu - December	946 157		214 785		1 160 942	
2012, I-XII / 2013, I-XII	12 847 411		2 431 632		15 279 043	
2013, I / 2014, I	1 758 920	1 853 353	422 702	441 043	2 181 622	2 294 396
Muutos 2013-2014						
Change 2013-2014		5,4 %		4,3 %		5,2 %
Osuus % - Share % 2013	84,1 %		15,9 %		100,0 %	
Osuus % - Share % 2014		80,8 %		19,2 %		100,0 %

The Figure 15 indicates that the total bed nights in Helsinki was nearly up to 2500000, which percentage occupied 16percentageage in 2013 bed nights share in whole country.

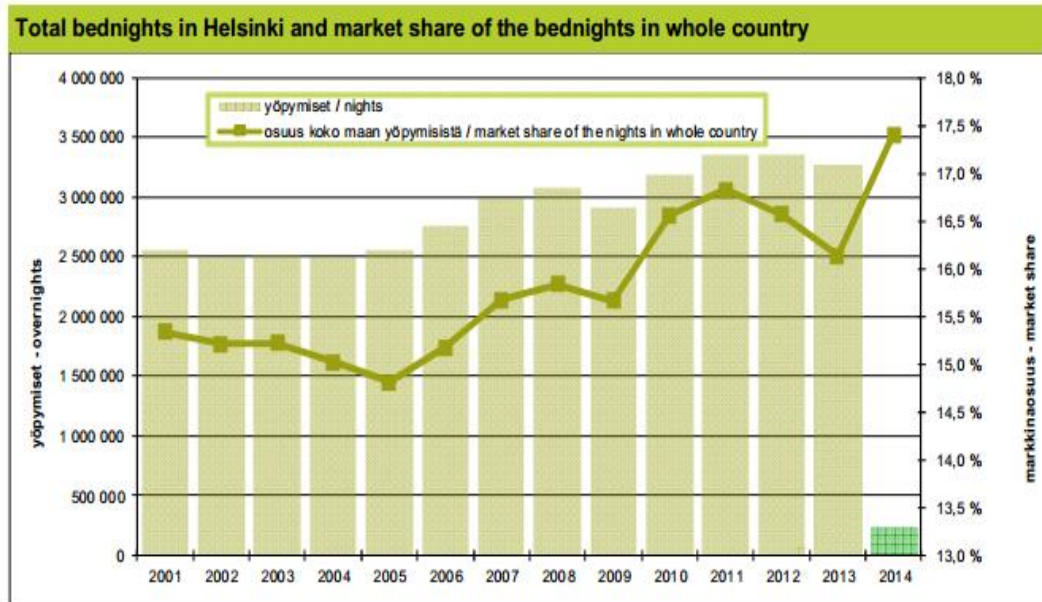


Figure 15 Total bed nights and market share of the bed nights in whole country (Helsinki tourism statistics 2013)

The value of accommodation turnover in Figure 16 was up to approximately 200,000,000 Euros. On the other hand, the room occupancy rate was nearly 67percentageage. This figure has shown that the utilization of room rate is very high. The rate was up to 70percentageage, especially in the peak period of the tourism.

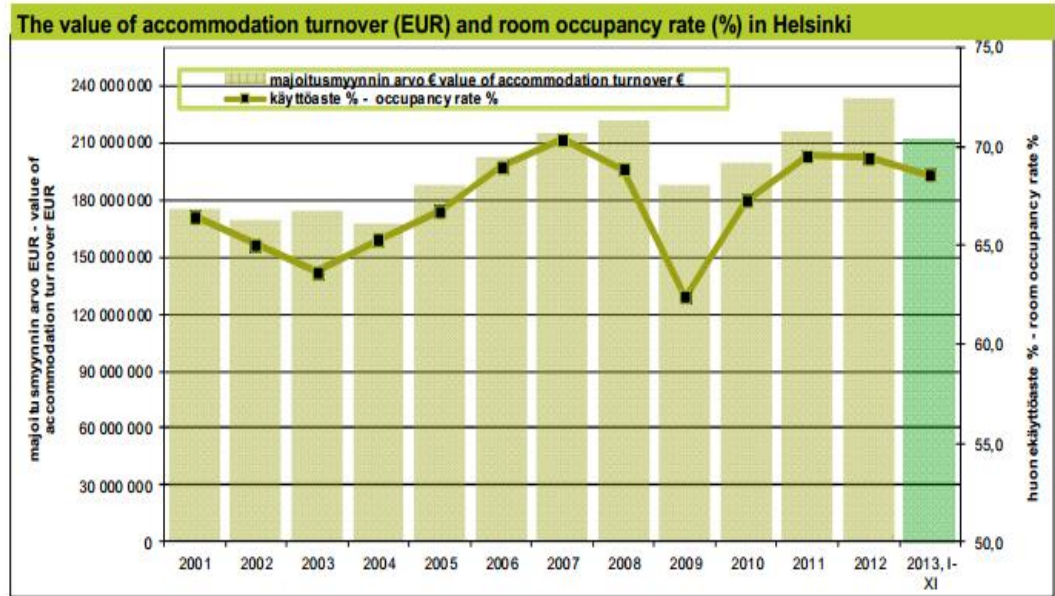


Figure 16 The value of accommodation turnover and room occupancy rate in Helsinki (Helsinki tourism statistics 2013)

4.3.2 The tourism images of Helsinki

Recognizing the image that the brand owner wants the product to be perceived is the first thing for brand a city (Kavaratzis & Ashworth 2005.) In general, the image of Helsinki can be summarized into three irreplaceable characteristics, the ice city, the city of excellent infrastructure and clean environment, the city of design. Owing to these factors, Helsinki tourism is booming in recently year.

“Ice city”

Helsinki is located in the Northern Europe, bordering on Russia and Sweden. Due to the geographic location, the first impression for the tourists is Helsinki is an ice city. Especially in February and March, the average temperature was below to +0.2 Celsius. Someone take into factors as a disadvantage, however, the Helsinki City used this weather shortage, organizing a campaign - Northern Exposure, in order to

attract more people to come to Helsinki for different reasons. Moreover, a lot unique and interesting sports and event has been established on this special cold weather, such as orchestra, opera, restaurants, ice hockey, cross country skiing, and skating. Moreover, there are a lot of buildings have been created which is according to the ice topic, such as WINTER WORLD HELSINKI, this activity can provide igloos, ice sculptures, toboggan hill, kick-sledding and tandem skiing such kinds service. Furthermore, ice-cool Christmas parties, husky sled rides, ice restaurant dinners can also be managed. Except this kind activity, restaurant, bar or pub has been opened for tourists who want to experience the unique ice city charm (Winter World Helsinki 2014). Figure 17 illustrates that the general situation of the ice bar, all the facilities are made by the ice, such as cups, tables, walls. Tourists can experience the exotic ice world culture in these types bar.



Figure 17 Ice bar in Helsinki(Wikimedia Commons 2010)

“The city of excellent infrastructure and clean environment”

For traveling, the first thing which will be taken into consideration is the transportation, the setting of the HSL has helped the tourists to solve this problem, and moreover, this action also improved the Helsinki, this city’s attraction.

Helsinki Region Transport (HSL) is a joint local authority whose member municipalities are Helsinki, Espoo, Vantaa, Kauniainen, Kerava, Kirkkonummi and Sipoo which were established in the January 1, 2010. Nowadays, the basic duty of HSL is to procure the bus, tram, metro, ferry and commuter train services and to compile the Helsinki Region Transport System Plan. Moreover, the rest of Greater Helsinki area will join into this organization in the future. The data has shown that when its work began, its revenue has up to over 500 million Euros and approximately 350 staff members (Helsinki Regional Transport Authority, 2010).

They also pay a lot attention in the environmental management, they advocates that they will promote environmental friendly transportation with the Helsinki area traffic system planning (HLJ). This action will promote sustainable land use and region development. One of the key targets in HSL's strategy is reducing emissions from traffic in the Helsinki region. The specific action is increasing the share of rail services and favor low-emissions vehicles. Moreover, all the activities are based on the ISO 9001 and 14001 standards, which helps the public reduce adverse environmental impacts.

On the other hand, Figure 18 shows the outcome is excellent, such as in the part of the service, in 2012, HSL's transport service was up to nearly one million per weekday. This account has tied up about 60 percentage of all public transport journeys in Finland. Moreover, compare with the previous year, the number of journeys has increased by 2.7 percentage.

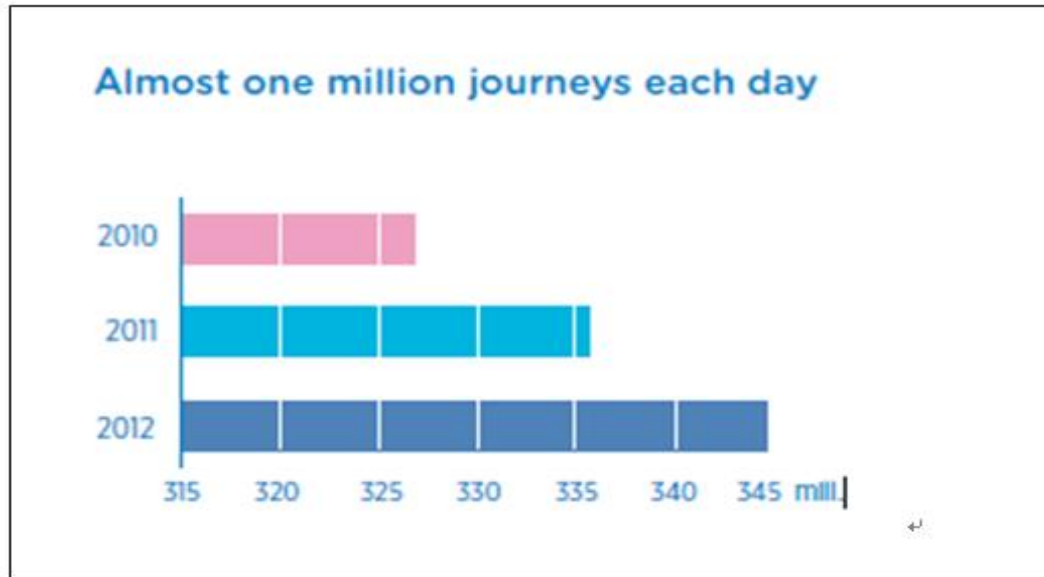


Figure 18 The number of journeys each day (HEL Helsinki Region Transport Annual Report 2012)

Except the domestic transportation service, the tourist can also use different kinds of transportation tools to reach the city and neighboring areas. The strongest point is the rail transport, it consists of a single, two branches and 17 stations in general. Moreover, the trains will take passengers from the Central Railway Station and Pasila station to different destinations across Finland. Even it can reach St. Petersburg and Moscow.

In addition, owing to the special geographic location, Helsinki is surrounded by the sea on three sides, with about 330 islands of its coast. The ferry service is an indispensable idea. Tourist can use the daily ferry service to go to Estonia, Sweden and Germany.

The city of design

About the design of Helsinki, the first thing which should be mentioned is different styles of Helsinki architecture. Generally, there are four different styles of architecture co-existed in Helsinki such as Empire style, Jugend style,

functionalistic style, contemporary architecture. Especially for the advertising of the Jugend style architecture, the government even provides the brochure of the map on the top of the shelf in the Tourists Information office. Figure 19 is the picture of the Helsinki-Lutheran Cathedral which is the symbol of Helsinki. Its building style is in the neoclassical style, which with its tall, green dome surrounded by four smaller domes (Trip adviser 2013). Standing in the front of this church, the tourist can see the whole Helsinki.



Figure 19 The symbol of Helsinki-Lutheran Cathedral (Trip adviser 2013)

On the other hand, the image of design city also has been shown through the slogan of the design image was that —embedded design in life. Moreover, the image of design of Helsinki was strengthening by World Design Capital 2012.

For tourists, they will pay a lot attention in the visible landscapes, such as church, shopping mall, tram, even the bus station. In Helsinki, the tourists can see a lot of churches, such as Lutheran Cathedral, The Church in the Rock, St. John's Church and so on. This exotic and unique architecture attract more and more tourists to come to Helsinki, not only the domestic tourists, but also lots foreign tourists have been appealed.

4.3.3 Tourism promotional measures

Finland's Tourism Strategy to 2020

Tourism industries in Finland can provide employment opportunities, tax and export revenues and wellbeing. Thus, the Finland governments decide on a strategic programmer for tourism during 2011–2020. It is the second consecutive national tourism strategy which is more intense focus on developing industrial and commercial activity. Moreover, it can use the tools available from government. The leading principle of the strategy is improving the acknowledged advantages of Finnish tourism, as well as helping growth-oriented, networked companies to acquire success in tourism clusters. While the Helsinki as one of the most attractive tourism destination of Finland, it must be enhanced.

Guiding service

Except the nice and effective internet searching which provides more than ten kinds of language on the tourist website. There are seven types of information consultation service in Helsinki. For instance, the tourist also can through the Helsinki Helpers' coaching to reach the destination. They are easily identified by their green vests, patrol the inner city and cruise harbors in the summer from June until the end of August. Moreover, you can also find them in the Market Square "Info Container". In additional, the foreign visitors and transit passengers can get the travel information from Helsinki Region Tourist Information at the Helsinki-Vantaa Airport. Moreover, the local residence can also be very good guide owing to their English proficiency. The foreign tourists can get detailed, real, vivid information from them.

Official Helsinki Travel Website

Figure 20 indicates the general aspect of the Official Helsinki Travel Website. The

color of the website background is green, which shows the environmental concept. In the right corner, there are some buttons which are linked to the social net. Moreover, four buttons shows the general service information, thus, the tourists can acquire information through these buttons accordingly. Except these, other bottoms are linked to the service information, such as language translation, weather, highlights, event and so on. In addition, in the middle of the website, there is a picture which introduces the big interesting Finnish event.

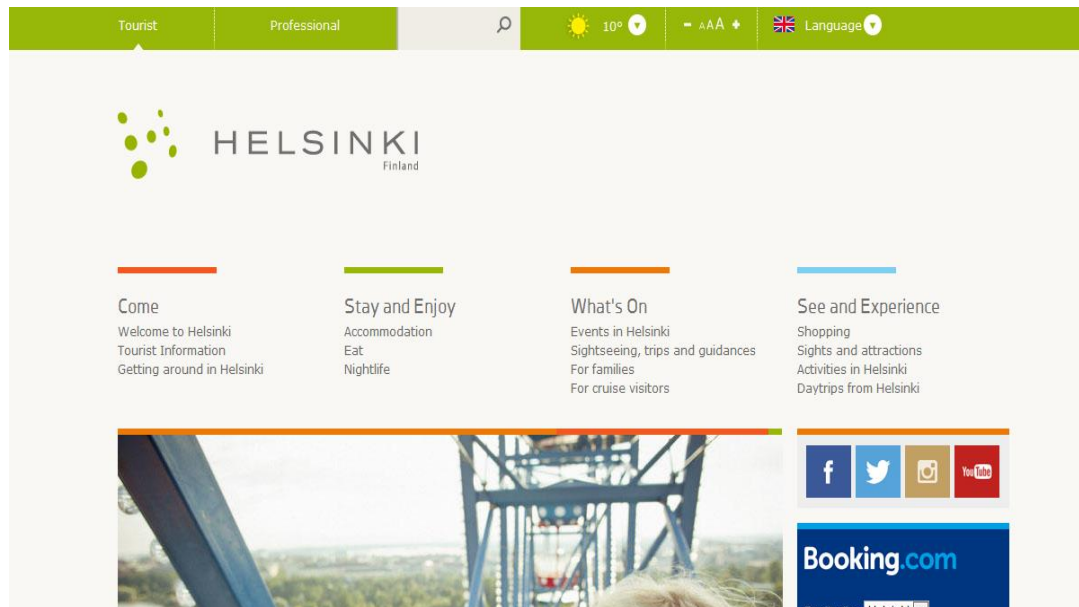


Figure 20 Official Helsinki Travel Website (Helsinki Finland 2014)

4.3.4 Social media marketing of Helsinki

The report showed that about 89percentageage of Finns aged 16 to 74 uses the Internet, and 75percentageage of them used it daily. In Finland, the famous social media tools have been divided into different kinds on the basis of the different functions, such as Media products community, the famous one is YouTube, or Social Networks, the symbol is Facebook.

Table 7 The Social network in Finland (The Statistics Portal 2014)

Social Networks	Facebook, Google+, MySpace, LinkedIn, IRC
Mediaproducts community	YouTube, Flickr, Slideshare
Blog services	Wordpress, Blogger, Twitter, Posterous
Information creation community	Wikipedia, Wikispaces
Link sharing services	Digg, Diigo
Virtual community	Habbo Hotel, Second Life

Figure 21 shows the number of Facebook user in Finland from 2012 to 2013 with projections until 2017. It is estimated that there will be around 2.7 million Facebook users in Finland in 2015. Moreover, the number trend is increasing stably (The Statistics Portal 2014).

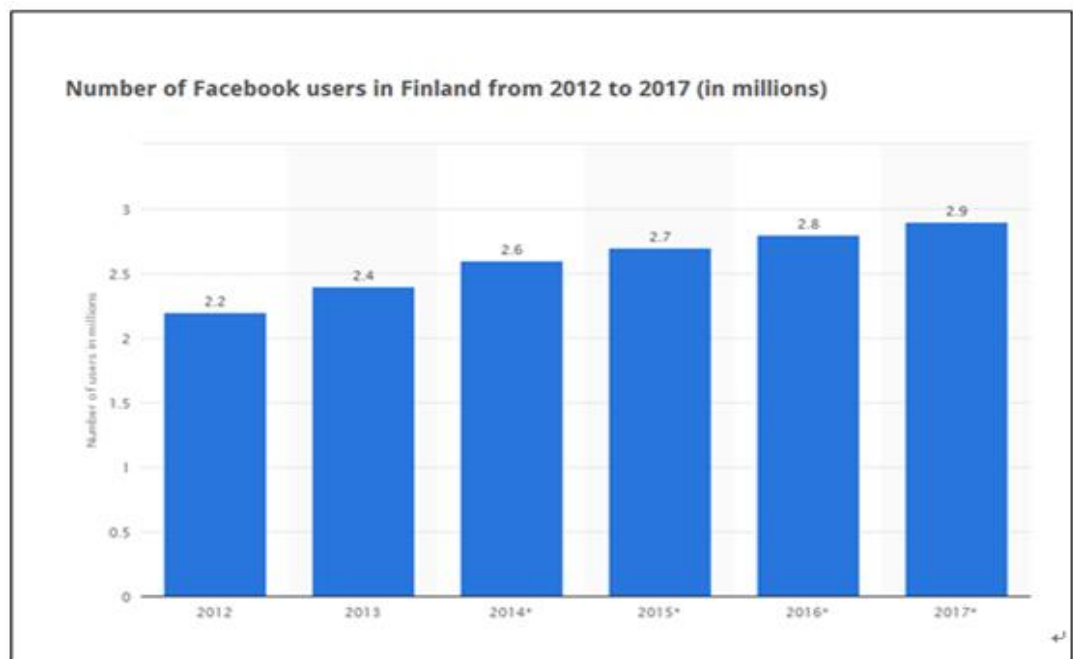


Figure 21 The number of Facebook users in Finland (Finland: number of Facebook users 2012-2017)

Facebook is the Internet's leader of online community. It is quite convent and easy

since the users can create their own profile through providing their E-main or phone number. Moreover, the main mission of Facebook is to provide networks for public. Meanwhile, its activity is solely based on communities. Furthermore, the Facebook isn't limited to information within a group of friends. The registered user can acquire information from different kind networks. Moreover, one popular feature of Facebook supports is community pages for common interests. Figure 22 shows the main image of the Helsinki home page which is concise and succinct. In the middle of the page, there are some recommendations about Helsinki landscapes, as well as the tourist information, professional service. The figure also indicates that there are 15588 people like this homepage. In the right corner, the famous Finnish brands have also been indicated. Tourists can through these buttons to find more detailed information which is relate to Helsinki.



Figure 22 Facebook page (Facebook 2014)

Many organizations created a page for themselves, and when a user clicks on the “Like” button, that user indicates that they would like to receive updates each time and advertisements to Facebook. For example, there is a community pages for Helsinki City Tourist Information, it will publish new events about the tourism, such as some information and feedbacks about the Street Helsinki EATS, and the

user also can through this page to invite their friends to attend this event. On the other hand, the users also can share their feelings and assessments to the others, even for the originators, and then they also can give their own ideas through this platform. Furthermore, the net citizen can very easily to find the link button on the official website, such as <http://www.visithelsinki.fi/en/come/welcome-helsinki>. The user can use the link button directly to find the Helsinki tourism information on the Facebook, vice verse; the user can also through the bankbook to find “Visithelsinki” this website. In addition, the users can find relative information about tourism through this page, such as the most attractive landscape in Helsinki, the nice restaurants, weather, Helsinki map even the cheapest hotels. In additional, the tourism office can through the Facebook to interactive with the net citizen, for example, recently, in Figure 23, the Helsinki City Tourist has organized a photo competition on website. Everyone can upload his own photos, then through voting to determine the winner.

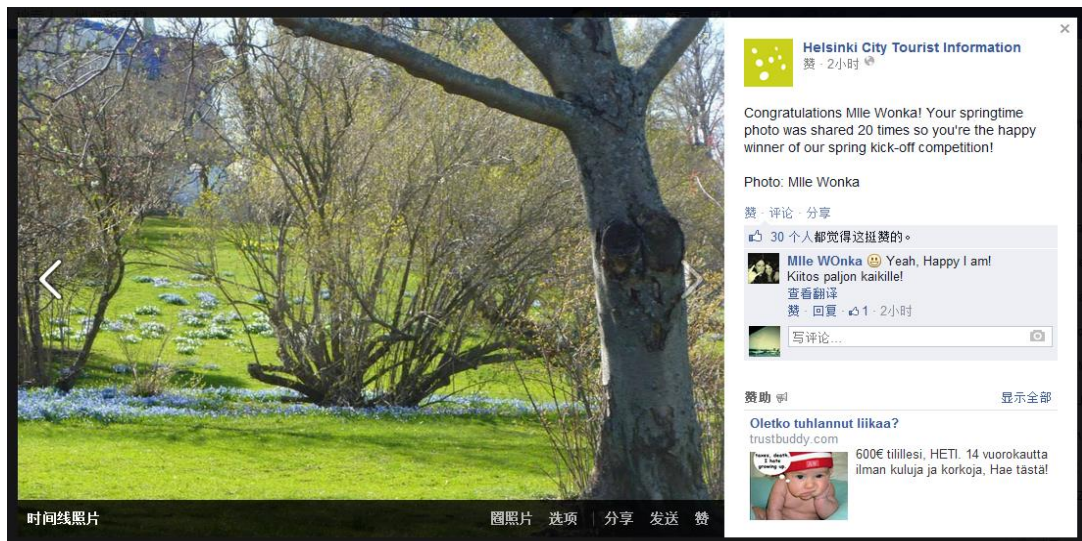


Figure 23 Springtime photo (Mille Wonka 2014)

In the part of language service, Facebook also provide the translation service. Figure 24 points that the foreigner can use the bottom to translate the language into

their native language immediately. It means this bottom can help people to get the collect information without misleading and basis.



Figure 24 Springtime photo (Helsinki City Tourist Information 2014)

5 CONCLUSION

5.1 Research result

The aim of this thesis was to study place marking, especially, tourism as an essential element of place marketing the study started with theory research, which includes definition, process, target groups, influencing factors of place marketing as well as the main challenges. According to the analysis and comparison these elements, a conclusion about place marketing can be done, which is place marketing is an ambiguous concept. It not only includes place selling, but also includes market segmentation. Meanwhile, during the process of place marketing process, eight factors influence place marketing's success and speed directly or indirectly. Furthermore, owing to the object of the thesis is tourism, so the target group must be tourists. However, according to the different requirements, the tourist

can be divided into three different types. An analysis of the target group's need is an essential thing during place marketing. Thus, the detailed analysis of the tourists' need has been discussed. Finally, place branding analysis was used to get more ideas about how places brand themselves in order to appeal more tourists.

Specifically, in order to make place brand to be more visible, the concepts of slogan, brand positioning, visual symbols or event should be taken into consideration during the place branding process. The basic challenges of place branding have also been considered in this stage, such as politic factors, network factors, culture factors and so on.

In order to obtain the more practical, real and persuasive research results, the best option has been case analysis. Through Case Shanghai and Helsinki analysis, it is very easy to find that both of these cities have an impressive and positive city image and potential market in the area of tourism. A lot of figures have indicated that the number of tourists has increased in recently years. These tourists include not only domestic tourists but also foreigners. Another key of success is both of them are good at branding themselves. One of the marketing channels is social media. Shanghai use the Sina Weibo as the main social media owing the functions, registered users' number and special channels. While Helsinki takes Facebook as the essential social media, because almost websites have established a link with Facebook, tourists can easily find tourism information and related websites through Facebook.

There are some difference between the Shanghai tourism strategy and Helsinki tourism strategy due to the different culture, political factors, and geographical factors. For example, Shanghai uses the different tourism categories as the main selling points to appeal to tourists, including MICE tourism, Suburban tourism, Classical culture tourism and Cruise tourism. However, the Helsinki uses its excellent and various kinds of city images to attract travelers. The unique and positive images include "Ice city", "The city of excellent infrastructure and clean

environment”, “The city of design”. In general, these good city images are impressive, persuasive slogans.

5.2 Suggestions for Shanghai and Helsinki place marketing

The results suggest that in the area of tourism branding, in general, both Shanghai and Helsinki have done well. However, it still exist some shortages. For example, the success for Weibo was determined by:

- 1) Posting professional photos
 - 2) Maintaining daily posts
 - 3) Creating original information, instead of copying someone else's micro-blog.
- However, Shanghai tourism social network marketing-Weibo, does not do very well due to the lack of technological support. All information are transferred from different authors, this problem will lead the news without the creativity and innovation. Moreover, they should make improvement in the area of posting professional photos, maintaining the posts.

On the other hand, the setting of website page, Sina Weibo is not international, because all the information which has been posted in the single way. Moreover, there are not translation tools that could help net citizen to translate the language immediately. By contrast, in this area, the main page of Helsinki City Tourist Information has done quite well. However, the main shortage is there is no ranking, because most tourists want to find the most attractive places directly. This shortage certainly influences its efficiency.

Comparing with branding a product, branding a destination is more complex and time-consuming. In the place marketing area, both of cities should solve the cultural barriers, political problems, as well as market competition.

Reliability and validity

All the information presented here constitutes a real situation without bias and without misleading. All variables are carefully designed and theoretically relevant. Furthermore, in order to guarantee the thesis's reliability and validity, all the information was gathered from published or authoritative websites, journals, and academic literature. Moreover, the numerous illustrations presented should support the conclusions reached.

5.3 Self-evaluation and suggestions for the Future Research and Development

The biggest limitation of this research was missing practical information, such as the number of travel agencies in the Shanghai tourism market and Helsinki tourism market. Moreover, how many of them specialize in the domestic travel or oversea travel. As well as the specific advertisement strategies of these travel agencies are very difficult to find because it is related to business secrecy. However, these data can deepen a researcher's knowledge in the area of branding destination.

Moreover, a significant development to this research is acquiring more specific research from relationship marketing and public relationship. Since Networking and public relationship are two elements which create and influence the positive image of a destination.

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